Project Name: GSI Case Management System

Agency: Job Service North Dakota (JSND)

Business Unit/Program Area: Planning & Support (Systems Management) and Customer Service (Workforce Programs)

Project Sponsors: Korrine Lang, Planning & Support Director

Beth Zander, Customer Service Director

Previous Project Sponsor: Larry Anderson, Office of Workforce & Unemployment Insurance Director

Project Manager: Jessica Rossow   **Previous Project Manager**: Mark Hawks

Project Description
Replace the existing customized Oracle Forms case management NDWorks application with a commercial off the shelf (COTS) application from Geographic Solutions Inc. (GSI) called Virtual One Stop (VOS) which includes:

- The Case Management, Generic Program, and Trade Adjustment Assistance (TAA) modules
- Upgrading our existing VOS Labor Exchange modules and Spidering technology
- Creation of a Welfare Transition Program (WTP) module
- Creation of interfaces between VOS and existing applications (i.e. Peoplesoft, JSND Mainframe, DHS JOBS program, etc.)

| Project Objectives | Measurements | |
	Met/ Not Met	Description
Reduce Infrastructure Expense: • The NDWorks/VOS infrastructure expenses will be reduced by 23% during the first year after implementation.	On Track	• Although we have only been in production for nine months, at current prices we have reduced our infrastructure costs by 21%. Job Service North Dakota is pursuing additional cost saving steps with the Information Technology Department (ITD) to reduce our infrastructure costs even more.
Reduce Contract Services Expense: • The contract service expenses will be reduced by $45,000.00 during the first year after implementation.	Met	• The VOS application produces the reporting data necessary to generate our Workforce Investment Act (WIA) and Wagner-Peyser (WP) federal reports so JSND did not renew the Data Analysis and Report Tool (DART) federal reporting subscription at a cost of $45,000 per year. In addition to DART, JSND also cancelled our AppWorx software support agreement, in the amount of $18,000 per year, since VOS removed the need to continue to use the software. Thus, a total savings of $63,000 per year is being realized through the non-renewal of the aforementioned maintenance agreements.
Standardize business processes for the delivery of services: • Standard operating procedures will be created for 75% of all procedures associated with these applications prior to implementation.	Met	• The project team authored business rules and standard operating procedures to instruct staff how to use the VOS application appropriately for all procedures. The vendor has also provided a VOS user guide which is available to all staff.
• Train-the-trainer sessions will occur for 100% designated local office trainers prior to implementation. • Designated local office trainers	Met	• The vendor provided two trainers on-site at the JSND Central Office to train all designated local office trainers (train-the-trainer) one month prior to implementation.

will train 100% appropriate local office staff prior to implementation.	Met	•	The designated local office trainers spent the remaining weeks prior to implementation training the remaining local office staff at their local office locations.
Enterprise Architecture standard compliancy: • The infrastructure will continue to comply 100% with Enterprise Architecture standards for Databases upon implementation	Met	•	The VOS application uses a Microsoft SQL Server 2005 database. (DIT001-04.1)
• The infrastructure will comply 100% with Enterprise Architecture standards for Application Development Tools/Languages upon the upgrade	Met	•	The VOS application is written in Microsoft Visual Basic .NET (AST001-04.5)
Federal reporting requirement responsibility: • 100% federal reporting requirements will be incorporated into the vendor solution by the new mandated reporting dates	Not Met	•	The VOS application produces the reporting data necessary to generate eleven federal reports for WIA, WP, Veterans, and Migrant Indicators of Compliance (MIC). The TAA Trade Act Participant Report (TAPR) is not entirely produced by VOS at this time, since many data elements for this report continue to be captured on our mainframe. An interface between the two applications would need to be implemented to make this fully compliant.
Receive new system functionality: • JSND will receive 100% future updates as part of the maintenance fee, within one year after the update is released	Met	•	JSND maintains an annual maintenance and service agreement with the vendor. Base product upgrades and other site maintenance are included in that agreement.
Establish a network of peers to gain information as needed: • JSND will attend GSI user conference annually	Met	•	Staff representing Workforce Programs, Systems Management, and Information Technology have attended the annual GSI user conference for the last three years. Attending this conference enables JSND to influence which features are included in future releases and provides us the opportunity to convince other users that certain features would benefit everyone.
Outsourcing Maintenance: • 100% of critical bug fixes are identified, fixed, and accepted with in 60 days	Not Met	•	JSND logged 166 critical incidents (373 total) between project implementation and project acceptance. 89% of these critical incidents were accepted with in 60 days of the incident logging date.

Schedule Objectives			
Met/ Not Met	Scheduled Completion Date	Actual Completion Date	Variance
Not Met	05/15/07	09/30/2008	Due to delays with various deliverables and milestones, this project implemented the VOS application about 9 months late. After implementation, quality concerns with the

			product delayed project acceptance and closeout about 9 months for a total difference of 1 year, 4 months, and 15 days.

Budget Objectives			
Met/ Not Met	Baseline Budget	Actual Expenditures	Variance
Met	$854,918.50	$820,731.26	This project completed under budget by $34,187.24. The budget's baseline increased $179,500 from our original budget of $675,418.50 due to the following scope changes: • TAA Module • Spidering Level 3 (upgraded our configuration for employers with 50 employees or more, instead of 250)

Major Scope Changes

This project experienced four major scope changes. They are summarized below:
1. Generic Programs Module - This module was added to our scope in order to provide JSND the ability to manage our state funded Parental Responsibility Initiative for the Development of Employment (PRIDE) program and any other ND specific programs.
2. Workforce Investment Streamline Performance Reporting (WISPR) One App – During the execution phase of this project, the federal government changed their reporting requirements which affected the product we would receive: VOS version 8.0. Since this was a federal requirement, we had two options to consider:
    a. Change the scope of the project to include these federal requirements at no cost to the project, which meant upgrading to VOS version 9.0
    b. Wait and have the vendor implement them after the project, which meant we would implement version 8.0 and have vendor modify version 8.0 to meet the requirements, with a cost.
The decision was to pursue VOS version 9.0 at no additional cost to the project.
3. TAA Module – This module was added to our scope in order to provide JSND the ability to case manage TAA participants and process payments for them.
4. Spidering Level 3 employee upgrade – The original project scope included Spidering technology for companies that had 250 employees or more. After considering the amount of businesses in North Dakota that meet that criteria and the larger number of businesses in North Dakota with less than 250 employees, Job Service North Dakota modified this configuration to account for employers who had 50 employees or more to increase the number of companies spidered.

Lessons Learned
1. Don't accept the vendors expected timeline as the implementation date and work backwards to determine the project schedule. 2. Look for ways to have vendor accountability built into the contract, including holding back money, and accounting for damages. Create legislation that allows for penalties in contracts for vendor performance. (i.e. delays, deliverable issues, etc.) 3. No matter how good an agency is or how strong their PM methods are, a vendor weak in those skills can have a severe impact on a project. 4. In the contract with the vendor, we must be very specific with describing our deliverables and the acceptance criteria for those deliverables. If this information is not known when the contract is developed, then a clause should be added to the contract that this information will be agreed to and signed off on at the time the project plan is accepted, and the contract will be amended to include those items. This is just as important to do when implementing a COTS solution as it would be for a non-COTS solution. 5. Work out all the necessary details during contract negotiations to ensure our success factors will be met. For example: The vendor will do use cases, follow RUP, use PM practices, etc. 6. Project resources need to be committed to the project as identified in the project plan and staff backfill should be provided for that staff so their day-to-day activities do not interfere with the project, otherwise

a revised schedule needs to be developed.
7. COTS products require detailed specification analysis to ensure the product will meet the needs of the business.
8. Track all staff time on projects, so we know exactly how much time was spent on the project.
9. Establish more specific testing requirements up front.
10. Do not assign multiple project roles to significant project staff. For example: The testing coordinator for the project should not also be in charge of resolving conversion issues.
11. Need a better orientation of staff resources added to a project mid-stream. Many staff resources that started on the project are no longer with the agency and current resources have only been participating on the project for a shorter amount of time. Someone must ensure that knowledge transfer occurs from the original resource to the replacement resource.
12. Need more backup plans identified ahead of time for risks listed in project plan.
13. The use of National IT Apprenticeship System (NITAS) and ND Project Management expertise on this project increased its success.
14. Have only one person from the agency lead and track negotiations with vendor including scope, budget, and schedule changes. This will reduce scope creep, budget surprises, and unaccounted for schedule changes.
15. Prioritize the triple constraint of scope & quality, cost, and schedule. This prioritization will assist in determining what level of quality is acceptable for the product on the go-live date.
16. When establishing metrics for measuring project success, consider measuring time periods after project acceptance and after implementation.

Success Story

The VOS application has been very well received overall by job seekers and employers. A press conference held on July 21, 2008 in Bismarck and Fargo identified our website as the Premier Career website in ND offering more than 14,000 jobs and 10,000 resumes available to the public.

The following job seekers were available to discuss their positive job search experience with the application:
- Angela Hetland, Health Facilities Surveyor, ND Department of Health
- Janice Lehr, Inside Sales, Food Services of America

The following employers were available to discuss their positive candidate search experience with the application:
- Michelle Miller, Engineering Recruiter, Applied Engineering
- Stacy Brewer, Staffing & Training Director, Applied Engineering
- Ryan Erkenbrack, HR Generalist, DMI Industries

JSND has received positive feedback from the following employers regarding our Spidering technology. Employers are experiencing a reduction in the amount of time spent posting job orders in multiple places. With the use of Spidering, the employer enters the job order on their corporate site once, and our spider will post the job order in VOS for them.
- Meritcare Hospital, Fargo
- Microsoft Great Plains, Fargo
- Blue Cross Blue Shield, Fargo